

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

A. GENERAL INFORMATION

1. Date

3/24/2022

2. Department

Child Support Services (DCSS)

3. Organizational Placement (Division/Branch/Office Name)

Executive Office/Office of Equity

4. CEA Position Title

Chief Equity Officer (CEqO)

5. Summary of proposed position description and how it relates to the program's mission or purpose.
(2-3 sentences)

The CEqO represents DCSS in highly visible and sensitive interactions with service leaders, community organizations, professional associations, state departments, local agencies and other community leaders representing diverse populations. The incumbent works closely with DCSS divisions and local child support agencies (LCSAs) in addressing statewide equity efforts related to the child support program.

6. Reports to: (*Class Title/Level*)

Chief Deputy Director (Exempt - class code 9217)

7. Relationship with Department Director (*Select one*)

- ☒ Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- ☐ Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(*Explain*):

8. Organizational Level (*Select one*)

- ☐ 1st ☒ 2nd ☐ 3rd ☐ 4th ☐ 5th (mega departments only - 17,001+ allocated positions)

B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

The CEQO is responsible for strengthening department culture, creating a safe and inclusive working environment for staff, as well as spearheading policy development to advance equity department-wide and throughout the LCSAs, in accordance with applicable State and Federal laws and regulations. The position also develops and implements equity-related strategic plan goals and objectives focused on priority populations, communities and vulnerable places that will increase awareness of disparities and reduce and eliminate disparities and inequities in the child support program. The CEQO liaises with LCSAs, community-based organizations, local governmental agencies and other entities that address key service determinants. The CEQO will seek to align local efforts with statewide programs and efforts to leverage activities and strategies addressing child support and related-service disparities within priority populations and communities. Utilizes emotional intelligence and trauma-informed care concepts in evaluating child support program services and identifies barriers that may affect customers' access or utilization of child support program services. The CEQO will additionally be responsible for building an environment of inclusion and transparency to ensure program and business goals align with CalHHS equity efforts, including assessing the need for additional resources and advocating for those additional resources as needed.

The CEQO assists DCSS Directorate in providing executive direction for Department leadership. Provides leadership, planning and control to embed equity as a core principle throughout DCSS and LCSAs. The incumbent will participate on projects undertaken by the CalHHS Interdepartmental Advisory Committee's Justice, Equity, Diversity and Inclusion subcommittee. They will consult with community-based organizations and local governmental agencies to ensure that community perspectives and input are included in policies and any strategic plans, recommendations and implementation activities.

The CEQO utilizes data to achieve equity-focused goals and objectives. Ensures data drives decisions and resource allocation to improve equity among customers of the child support program. Ensures DCSS contributes to and utilizes the CalHHS Data Dashboard to obtain reliable data to inform decision-making and achieve equity outcomes. Special attention will be given to affected priority populations, communities, and places to affect positive service outcomes. The CEQO shall report the findings of such analysis to DCSS leadership and ensure use of data to inform policies addressing service inequities faced by target populations and demographics.

Additionally, they will determine appropriate outreach avenues to reach target customer populations, produce and disseminate appropriate outreach publications and/or activities for use in informing priority target populations, and identify needs, trends, and projected service fluctuations.

B. SUMMARY OF REQUEST (continued)

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- ☒ Program is directly related to department's primary mission and is critical to achieving the department's goals.
- ☐ Program is indirectly related to department's primary mission.
- ☐ Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: The mission of DCSS is to enhance the well-being of children and the self-sufficiency of families by providing professional services to locate parents, establish paternity and establish and enforce orders for financial and medical support. DCSS collaborates with LCSAs on strategies to meet the unique child support program needs of their local populations. The CEQO will provide strategies statewide to address disparities in access to, or knowledge and understanding of, child support program services, whether that relates to parentage determination, ensuring financial or medical assistance for children, or by ensuring a relationship of trust and collaboration between DCSS, LCSAs, and the populations they serve.

DCSS strives to transition from an enforcement-based department to a collaborative, service-based government agency with the needs of California citizens at the forefront. Until we understand the concerns of identified priority populations--those who need our services the most--we cannot begin to improve the services in a way that will diminish or eliminate inequities. The CEQO will be tasked with this responsibility, and their work will affect the way DCSS and LCSAs deliver services statewide and will impact families and communities that may struggle to obtain child support-related services.

B. SUMMARY OF REQUEST (continued)

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

The proposed Chief Equity Officer comes at a time when many state departments seek to enhance and promote the concepts of diversity, equity, and inclusion (DEI) within their organizations and in the services they provide to the public. In an organized effort spearheaded by the California Health and Human Services Agency (CalHHS), agency departments have been tasked with establishing a position that will focus on departmental DEI goals and to serve on the newly established CalHHS Justice, Equity, Diversity, and Inclusion subcommittee with the mission to identify and eliminate barriers and to address DEI gaps and critical health and human service needs statewide.

As public services evolve swiftly to meet the changing landscape brought on by the COVID-19 pandemic, a level of oversight into myriad demographical impacts—social, economic, racial, etc.—is necessary to ensure services meet the needs of all Californians. The work of the CEqO and Equity Office will serve as an essential lens through which strategic goals, objectives, and child support policy will be assessed for impact, as well as a means to identify and eliminate barriers within the services DCSS and the LCSAs provide.

C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The CEQO exercises independence and authority in developing, implementing, directing, and evaluating DEI-related policy and acts as the principal DEI consultant to the Directorate. The CEQO will be the principal policy maker in the following areas:

CalHHS's Justice, Equity, Diversity, and Inclusion subcommittee actions as they are implemented at DCSS. A priority goal from the CalHHS subcommittee is to "leverage and accelerate existing state, Agency, department, and program efforts to address systemic injustice, racism, and disparities and advance racial and social equity." The CEQO will apply these efforts to DCSS departmental and program goals, as well as provide guidance to LCSAs on implementation of subcommittee goals that affect DCSS's role with LCSA services at the local level. The CEQO will contribute to the development and department-wide implementation of a CalHHS data dashboard that will provide data to utilize in addressing disparities and increasing access of DCSS and LCSA services. The CEQO will anticipate and forecast areas of need in addressing inequities in service deliverables by leveraging data using an evidence-based and person-centered approach.

In addition to policies stemming from the CalHHS subcommittee, the CEQO is charged with developing, implementing, and managing DCSS-initiated DEI policies that affect internal departmental programs and the work performed by those programs. The CEQO will collaborate on policy that affects DCSS personnel to ensure DEI initiatives are incorporated into DCSS events, daily processes, strategies, structure, and personnel-related actions. The CEQO will collaborate with the Equal Employment Opportunity Office, Human Resources Branch, other Administrative Division functional areas, and program management to identify and mitigate or eliminate inequities.

In addition to providing guidance to the Directorate, the CEQO will partner with community organizations, local governments (including LCSAs), and advocacy stakeholders to ensure an open and strong level of communication and collaboration.

C. ROLE IN POLICY INFLUENCE (continued)

13. What is the CEA position's scope and nature of decision-making authority?

The CEQO will have statewide impact as the role serves as the state-level liaison to LCSAs in their efforts to expand DEI concepts within their own organizations and through the child support program services provided at the local level. This position assists LCSAs in the assessment of barriers, gaps in service, and in identifying opportunities to improve DEI concepts unique to LCSA regions based on demographic data and by utilizing a trauma-informed approach to assess needs and concerns facing service populations.

The CEQO serves on the Executive Management Team, providing the DEI lens through which the highest level of departmental decisions are made. Along with the other essential members of the leadership team, the CEQO will work collaboratively to guide policy decisions and establish and promote strategic initiatives that have direct impact to DCSS and the statewide child support program.

14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?

The CEQO will interpret existing policy and develop new policy. As DEI efforts become more pronounced, existing policy will be reviewed for avenues to incorporate DEI strategies or to account for the DEI lens through which policy statements should pass. The CEQO's participation on the CalHHS Justice, Equity, Diversity, and Inclusion subcommittee will lead to new policy directives which must then be interpreted and applied to Agency departments' services, procedures, and possibly to existing department policies.